

TOWN MANAGER EVALUATION

FY2014

Select Board Member: Aaron Hayden

For the purposes of this document, the evaluation terms shall be defined as:

Commendable = Performance surpassing reasonable expectations

Satisfactory = Performance meeting reasonable expectations

Needs improvement = Performance below reasonable expectations; improvement likely

Unsatisfactory = Performance below reasonable expectations; improvement unlikely

Unable to judge = Insufficient information available for evaluation (Please explain)

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
<u>FISCAL MANAGEMENT</u>						
Annual Expectations						
1. Plans and organizes the preparation of an annual budget.	*					We are fortunate to have Mr. Musante's thorough preparation of the budget. The quarterly updates are precursors with the explanations of the ups and downs gets us ready for the next FY budget – and these annual budgets are indeed well organized, and maybe better each year as tweeks are added to help us better understand and explain.
2. Prepares budget in conformance with the Select Board's Budget Policy Guidelines memo.	*					The guidelines are fairly comprehensive addressing taxes, tax base, the Winter Shelter, "addressing citizen concerns," expense reduction, economic development, sources for new revenue, capital maintenance and improvements and policy regarding the use of Reserves. Over all it is easy to commend Mr. Musante on his work in these areas. I have two concerns for the work on this list; in addressing citizen concerns there will always be room to improve. The concerns and how they are communicated is always changing but dealing with them is still important and I believe could be handled better. Capital maintenance is another moving target but one that I feel least well informed on – though not yet worried.
3. Plans, organizes and administers the adopted budget within approved revenues and expenditures.	*					It is likely we will again have a handful of votes at this Fall's Special Town Meeting to square up accounts. The size and number of these adjustments, small and few, is a testament to working within the budget as set out in the Spring.
FY14 Goal						
4. (FY14 Goal #1) The Town Manager shall develop specific recommendations for consideration by the Select Board to address the ongoing revenue challenge, to		*				There has been progress on this lately and the recommendations have been accelerating in number and variety. There are two challenges here, one to work toward

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
include: a. generating new revenue;						the infrastructure that will attract new revenues and second to get the entrepreneurs to stay in Amherst. Regionalization projects have been on-going and are achieving some success and have come to have statewide interest.
b. reducing expenses through efficiencies in Town structure and service delivery, including regionalization of services where appropriate;		*				Developing relationships with nearby towns, providing IT, assessment, dispatch and ambulance services all success of Mr. Musante's work. I am hopeful that we can build on these foundations as regionalization becomes a more mature practice.
c. negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support, and mindful of the still recovering economy and conservative projections for the next few years;	*					This is one of the more difficult tasks the Town Manager has to take on. I commend Mr. Musante on his successes which include implementing member initiatives in scheduling. This task is never done, it seems it is always time to start the next cycle before that last is even complete.
d. pursuing an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.		*				Mr. Musante has put a number of irons into the fire and has had help from UMass and Town meeting on some projects. There are exciting prospects that I'm looking forward to implementing.

<u>RELATIONSHIP WITH THE BOARD AND TOWN MEETING</u>					
Annual Expectations					
5. Makes professional recommendations to the Board on items requiring Board action.		*			There is a large number of things that can and many that should come to the Select Board ranging from forming new committees for the negotiation of the cable TV franchise to considering a requests for use of the Common to brainstorming on contract negotiations. I feel we are informed and generally well treated in this regard.
6. Interprets and executes the intent of Board policy.	*				This is a responsibility that goes two ways – the Select Board needs to be clear on its intent so that the Town Manager can implement it. Even so there areas that need to be interpreted and Mr. Musante is a good judge of how to act and when to ask.
7. Maintains a professional, impartial and effective working relationship with the Board.		*			Especially in the most fraught moments I appreciate Mr. Musante’s calm and professional approach.
8. Presents to Town Meeting with thorough preparation and clear communication.	*				One of the most difficult arena for maintaining professionalism and calm is town Meeting.
FY14 Goal					
9. (FY14 Goal #2) The Town Manager shall keep the Select Board fully informed by:		*			In the course of a month there are dozens of things we need to hear of from Mr. Musante - Some are emergent, many are urgent, most are informative and all are important. By phone or e-mail I feel we are kept abreast as we need. I would note an improvement in this over the recent past as it seems we are having more events.
a. responding to and initiating improved communication efforts;		*			These 5 elements of keeping the Select Board fully informed represent the important core of the communications among us.
b. recognizing that any issue or change that directly or significantly impacts the community falls within the Select Board’s authority to provide feedback;		*			
c. allowing the Select Board opportunity to provide feedback on policy/practice initiatives and changes before implementation;	*				
d. involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping us updated on its progress;	*				
e. ensuring that all members of the Select Board are aware of anything significant before it appears in the newspaper.		*			
<u>LONG RANGE PLANNING</u>					
Annual Expectations					
10. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.		*			There were a number of new technologies introduced into Town Hall. The distribution among all the branches is not complete.
FY14 Goals					

11. (FY14 Goal #3) The Town Manager shall provide the Select Board with a detailed assessment of Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town's best interest to maintain ownership of each one. If any recommendations are to repurpose a building or not maintain its ownership, he will suggest how best to proceed.			*			This goal remains elusive. While the Plant seems to be well cared for it would be helpful for planning to get a snapshot of where we stand (even as things change fairly quickly).
12. (FY14 Goal #4) The Town Manager shall help Amherst become a greener, more sustainable community by initiating and advocating for new "green" efforts and programs, and he shall inform the Select Board and the community about these efforts and their results.	*					I would like to commend Mr. Musante on this. While I am frustrated we can't get the big project done the creation of the energy director and the support of her work has resulted in genuine energy savings again this year as well as the very visible success with the Solarize Amherst.
13. (FY14 Goal #5) The Town Manager shall focus attention on affordable housing needs in Amherst by: 1. Supporting the creation of more housing that is safe, decent and affordable for individuals and families at low income levels; and		*				Our need to create and maintain the number of affordable units really needs improvement as headway is stymied by market forces and old fashioned zoning. But Mr. Musante remains very much in front of applying the tools we have.
2. Keeping the Select Board and the larger community apprised of Amherst's status in the State's Subsidized Housing Index (SHI) and factors impacting our SHI percentage in the short- and long-term.		*				
14. (FY14 Goal #6) The Town Manager shall create, through consultation with each department's staff, a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs. This will provide a framework, to be updated as necessary, for prioritizing recommendations for future hiring. Such future recommendations should address the full cost of each position, including post-employment benefits.	*					I would like to commend Mr. Musante for getting the research done to implement this goal and then for his response its recommendation. As a result Amherst is in a better position to attract and retain better qualified people to do the work that keeps the Town going.
15. (FY 14 Goal #7) The Town Manager shall keep the Select Board apprised of the plan for implementing road and sidewalk paving and other infrastructure work, to include: a. prioritization of work and rationale thereof;			*			Our infrastructure is aging and our requirements of it are changing. Inadequate funding for maintenance is a growing national crisis and a local problem. Since adequate funding to completely catch up is not likely to come to hand it becomes more important to have an effective plan that can guide our efforts and expectations. The plan can't simply be identifying where the potholes are but also where the design is inadequate. Our paved infrastructure has
b. anticipated timeline, both short- and long-term;			*			mostly been geared solely for automobiles which is not the future. The report of what pavement is most damaged now should include demerits when it also doesn't function.
c. updates to the prioritization or timeline.			*			

<u>STAFF AND PERSONNEL RELATIONS</u>					
Annual Expectations					
16. Models sound personnel procedures and practices in oversight of human resources function.		*			
17. Leads, directs and develops Town staff.		*			Lately I've come to miss the reports on the latest certifications, training and promotions on the staff but I know it is ongoing.
18. Develops good staff morale and loyalty to the Town.				*	While it is clear morale and loyalty are commendably high among much of the staff, and certainly for all I've worked with or met, I need to understand the reports of folks for whom it is otherwise.
19. Recruits and assigns the best available personnel in terms of their competencies.	*				Internal promotions and hirings I know of are commendable.
20. Leads the negotiations of labor contracts representing Town interests and Board guidelines.		*			
FY14 Goals					
21. (FY14 Goal #8) The Town Manager shall make high staff morale a priority, by creating a positive workplace culture and providing adequate resources for staff to be effective and successful.. Efforts shall include: a. increasing communication between himself and staff at all levels, in order to inform, engage and solicit feedback; b. encouraging a workplace culture of civility, mentoring and receptivity to new ideas and innovations for improved service delivery. c. Ensuring that staff have the necessary tools to work efficiently.		* * *			Mr. Musante has made some improvements here recently. From the staff questionnaires and other responses I've seen there are areas that don't seem to have been affected by the increased time Mr. Musante has put into this.
22. (FY14 Goal #9) The Town Manager shall keep the Select Board informed with periodic updates about the implementation progress of action steps identified in the Human Resources Audit.				*	It's early for me to tell.
<u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u>					
Annual Expectations					
23. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.		*			I have a strong sense that staff contact with the public is generally exemplary.
24. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.		*			I appreciate Mr. Musante's work on radio, TV and with the papers on this. He is accessible to the media and does a good job of framing the issues for publication.
25. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university that may relate to or affect Town government.			*		There is a lot going on at the institutions in Town, much of which mayn't have an effect on our governance. But I am concerned that there are surprises in store and want to figure out how to keep on top of them.
FY14 Goals					

26. (FY14 Goal #10) The Town Manager shall continue to strengthen relationships with UMass and the Colleges, for concrete progress in areas that improve the community's quality of life by: a. mitigating the impacts of a significant student population: on neighborhoods, on demand for public safety resources, on parking and traffic issues, and so forth;			*			Mr. Musante's work with UMass and the colleges is good with regard to helping them understand the impact their students have on the quality of life in Town. But, in the period of this review, has yet to significantly reduce the negative impacts. This is an urgent matter since reaction to those negative impacts has prevented important improvements moving forward.
b. compensating for the significant amount of non-taxable property;						
c. pursuing issues of mutual benefit to the Town and the academic institutions		*				
d. conducting the Town-Gown study with UMass and working to address its conclusions and recommendations;		*				For the period of this review things had only got started, and there weren't even preliminary findings.
e. completing a new Strategic Partnership Agreement with UMass, as part of addressing points (a) and (b).		*				
27. (FY14 Goal #11) The Town Manager shall actively engage the community to provide information about Town successes and challenges, and to seek support for initiatives that address the latter.			*			I don't think Mr. Musante has solved the riddle of how to bring the energetic folks who take issue with government to the table in a constructive way. This is not a criticism but an observation since it is the riddle we should all working on in our way until something better than the democratic process comes along.
28. (FY 14 Goal #12) The Town Manager shall develop specific recommendations to address neighborhood health, safety and quality of life issues.		*				See all of the above: along with securing the future for the Town this is what is it all about.
<u>GENERAL EXPECTATIONS</u>						
29. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Community spirit Leadership Defends conviction under pressure Enthusiasm Openness to differing views/new information Accessibility Resourcefulness Setting priorities Advocacy with State and Federal Government Communication style Crisis management Listening skills Responsiveness	Comments:					

Public speaking	Facilities management	
<u>OTHER COMMENTS</u>		

29. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.